



SCENARIO NOTE

Meeting between Deputy Minister of Infrastructure and Communities, Deputy Minister of Innovation, Science, and Economic Development, and Deputy Ministers from the Government of Ontario

Date/Time:	Friday, February 23, 2018, 4:30 to 5:30 p.m.
Location:	235 Queen Street, 11th Floor, Ottawa
Subject:	Ontario's Broadband Strategy – Meeting of Federal and Provincial Deputies
Participants:	<p><u>Federal Government</u> Kelly Gillis, Deputy Minister, Infrastructure Canada (INFC) John Knubley, Deputy Minister, Innovation, Science, and Economic Development Canada (ISED) Fiona Gilfillan, Assistant Deputy Minister, Spectrum and Telecommunications Sector, ISED</p> <p><u>Government of Ontario</u> Giles Gherson, Deputy Minister, Ministry of Economic Development and Growth (MEDG); Deputy Minister, Ministry of Research, Innovation and Science; Deputy Minister Responsible for Small Business George Zegarac, Deputy Minister, Ministry of Infrastructure (MOI) Chris Giannikos, Associate Deputy Minister, MOI</p> <p>Participant biographies can be found in Annex A.</p>

Departmental Objectives

This meeting is an opportunity to share INFC's views on Ontario's proposed broadband strategy with your provincial and federal counterparts. This is also an opportunity to understand Ontario's intention in using its Rural and Northern Communities funding stream for broadband projects.

Stakeholder Objectives

Ontario would like INFC and ISED to be part of a committee that will be responsible for developing a provincial broadband strategy over the next year. The purpose of this initial meeting is to seek DM-level concurrence on the proposed approach (outlined in the attached Terms of Reference).

Context/Overview

Ontario's Approach to Broadband

General broadband coverage in Ontario reflects the coverage challenges in most parts of the country, with urban and suburban areas generally better served at the higher speed thresholds than rural and northern parts of the province. As of 2016, the CRTC estimates that 98% of households in the province had access to broadband service at download speeds of at least 5

Megabits per second (Mbps), which compares favourably to the national figure at 97%. At the higher end, 93% of Ontario households have access to speed of at least 25 Mbps, compared to 91% nationwide. Gaps in Ontario are primarily in smaller communities in the south, as well as communities in the north (including a number of Indigenous communities).

To date, Ontario has not established a province-wide approach to broadband. Rather, the province has taken a regional approach, focussing on eastern, western and northern parts of Ontario separately. In 2010, the Eastern Ontario Wardens' Caucus launched the Eastern Ontario Regional Network (EORN) project to provide higher speeds and bandwidth to homes and businesses in Eastern Ontario. EORN includes a 5,500-km network of new and existing fibre optic cable, with 160 new access points for Internet Service Providers. Under the Building Canada Fund - Major Infrastructure Component, INFC provided a federal contribution of approximately \$54.6 million to this project (total eligible cost \$165 million), which was substantially completed in 2016.

This was followed up in 2011 by the West Ontario Wardens Caucus who launched the South Western Integrated Fibre Technology (SWIFT) Network to work with partners to build a high-speed fibre optic network to some 350 communities and 3.5 million Ontarians across the southwestern region. In 2014, under the New Building Canada Fund - Small Communities Fund, INFC approved approximately \$90 million for this project (total eligible costs \$270 million), which is forecasted for completion by 2021.

Annex B presents an overview of federal infrastructure support for broadband, including further details on past INFC investments in broadband in Ontario, forthcoming funding available under the Rural and Northern Communities stream, and proposed broadband target in Ontario. **Annex C** provides more details on INFC broadband projects in Ontario.

Terms of Reference for Ontario's Broadband Strategy Federal-Provincial Committees

On November 28, 2017, Ontario released *Building Better Lives: Ontario's Long-Term Infrastructure Plan 2017*, which commits to a number of priority infrastructure initiatives, including the development of a provincial broadband strategy. The strategy will outline a vision for broadband connectivity, identify key priorities, and outline a roadmap to achieving them, including leveraging private sector expertise and financing, as well as federal cooperation through the Canada Infrastructure Bank. It is envisioned that the development of the strategy will take place over approximately one year.

To ensure effective coordination between its own departments and with the federal government on development of their broadband strategy, Ontario proposes the creation of four federal-provincial committees with representatives from MOI and MEDG provincially (and others as necessary), along with ISED and INFC federally.

1. *Deputy Advisory Committee*: The Deputy Ministers would meet monthly to provide guidance on key policy issues and to ensure that the activities of the working groups continue to meet the needs of the provincial and federal governments.
2. *Steering Committee*: Executive (ADM and DG levels) members will meet monthly to receive updates from the working groups and ensure a coordinated approach to updating the deputy-

level committee. The steering committee will provide guidance on working group objectives as well as engagement with other government ministries, agencies, external stakeholders (e.g., internet service providers) and potentially Indigenous partners.

3. *General Access Working Group*: To occur bi-weekly and focus on developing an approach for improved access and equity across Canada and Ontario.
4. *Economic Development Working Group*: To occur bi-weekly and focus on identifying criteria for specific corridor(s) to support economic development.

Considerations

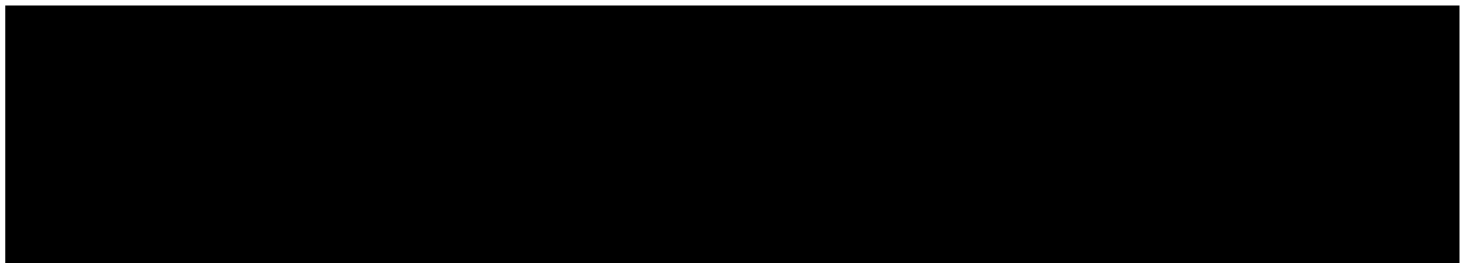
Ontario's position

- Following an ADM-level teleconference that took place on February 20th between Ontario (MOI and MEDG), ISED, and INFC, it is apparent that Ontario intends that the provincial broadband strategy would be informed by federal perspectives but would not have to be completely consistent with any federal broadband approach.
- It is also apparent that a key driver for federal participation on the working groups is to tap into federal technical expertise, especially around the acquisition of broadband data (an area where INFC lacks depth).

INFC's position

- Due to the ambitious timelines and frequency of meetings, participation on this committee structure could represent a significant draw on INFC's resources. Notably, Ontario proposes that the ADM-level Executive Steering Committee and the DM-level Advisory Committee meet monthly while the working groups would meet bi-weekly.
- You may propose to confirm David Murchison, ADM Policy and Results, as the ADM-level representative. However, to moderate the draw on INFC resources, you could suggest that ADM and DM-level meetings coincide with the milestones presented in the Terms of Reference.
- Given INFC's limited technical resources in the area of broadband, you may suggest that INFC Strategic Policy will provide any support to the working groups via ISED and upon an as-needed basis. This was proposed at the ADM-level meeting on February 20th and met with general acceptance.

ISED's position



Implications for Investing in Canada plan

- Under its integrated bilateral agreement (IBA) with Infrastructure Canada, the Province of Ontario will be responsible for prioritizing projects, including broadband projects (which are eligible under the Rural and Northern Communities stream).

- While INFC is planning to sign the IBAs by March 31, 2018, working with Ontario on its broadband strategy could nonetheless present an opportunity to advance these broadband outcomes under the IBA.
- However, Ontario's draft Terms of Reference does not mention the Rural and Northern Communities Infrastructure stream or target:
 - You may ask whether Ontario sees the Rural and Northern Communities stream and its proposed broadband target coming into play as part of their broadband strategy;
 - You may also ask about Ontario's plans to develop targets for Indigenous communities and whether this target would support the IBA target.

Canada Infrastructure Bank and Smart Cities Challenge

- The draft Terms of Reference does mention the Smart Cities Challenge and the Canada Infrastructure Bank as federal initiatives that could address broadband gaps in the province.
- DM Zegarac has indicated that broadband projects located on First Nations reserves could be appropriate for the Canada Infrastructure Bank.
- The Smart Cities Challenge is not intended to solely be a broadband infrastructure program. It may 'fit' better with the economic development elements of Ontario's strategy.

Annexes

Annex A – Biographies

Annex B – Federal support for broadband; broadband coverage statistics; map of Ontario (TBC)

Annex C – INFC Broadband Projects in Ontario

Annex D – Ontario's proposed Terms of Reference

John Knuble
Deputy Minister
Innovation, Science and Economic Development Canada



John Knuble became Deputy Minister of Industry in September 2012. His previous position, beginning July 2009, was Deputy Minister of Agriculture and Agri-Food.

In 2008, John served as Deputy Minister of Intergovernmental Affairs at the Privy Council Office. Prior to this, he was Associate Deputy Minister for Transport, Infrastructure and Communities and Associate Deputy Minister of Natural Resources.

From 2002 until 2006, John lived in Halifax where he served as Vice-President (Nova Scotia) of the Atlantic Canada Opportunities Agency.

John joined the Privy Council Office in 1994 as Director of Operations, Intergovernmental Affairs. From 1996 to 2002, he held several positions at Human Resources Development Canada, including Assistant Deputy Minister of Corporate

In 1990, he was appointed Director of Strategic Investment Analysis at Investment Canada. In 1992, he became Director of Microeconomic Analysis when Investment Canada became part of Industry Canada.

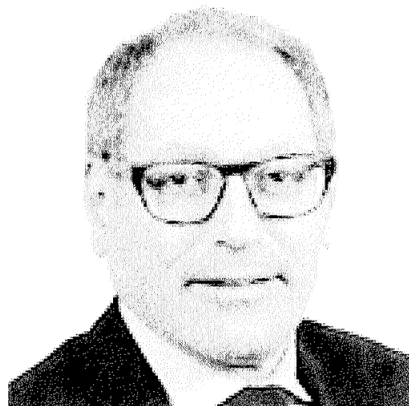
From 1985 to 1990, John worked at the Federal-Provincial Relations Office. His career in the public service began in 1980 at the Economic Council of Canada.

John has a B.A. from Yale University and a Master of Philosophy, Politics and Economics from the University of Oxford. He also obtained a post-graduate diploma from the Institut Européen des Hautes Études Internationales in Nice, France, as well as a Master's degree in Public Administration from Harvard University's Kennedy School of Government.

John also worked in the private sector for Thomas d'Aquino and Intercounsel Limited.

John is married with three children.

Giles Gherson
Deputy Minister
Ministry of Economic Development and Growth
Ministry of Research, Innovation and Science
Deputy Minister Responsible for Small Business
Government of Ontario



Giles Gherson was appointed Deputy Minister of Research, Innovation and Science and Deputy Minister of Economic Development and Growth in September of 2014, and Deputy Minister Responsible for Small Business in January of 2017.

Giles's first appointment was Deputy Minister of Communications and Associate Secretary of the Cabinet, and he has been a leading force in modernizing government communications, including introducing social media.

In July of 2008, Giles was appointed Deputy Minister of Policy and Delivery and Associate Secretary of the Cabinet, and in November of 2011 he became Deputy Minister of Government and Consumer Services.

Prior to joining the Ontario government, Giles worked as an editor and journalist for a number of publications, including the Edmonton Journal, the Southam News Service, the Toronto Star, the Globe and Mail, the National Post, the Financial Times of Canada and the Financial Post.

During the mid-1990s, Giles served as principal secretary for social security reform in the federal Department of Human Resources Development.

George Zegarac
Deputy Minister
Ministry of Infrastructure, Government of Ontario



George Zegarac was appointed Deputy Minister of Infrastructure in June of 2016. He brings a wealth of experience with the federal and provincial governments to his current role, having spent most of his 30-year career serving the province.

George has served as Deputy Minister of Education, Deputy Minister of Children and Youth Services, and Deputy Minister of Agriculture, Food and Rural Affairs (OMAFRA).

Before joining OMAFRA, George was the Assistant Deputy Minister for the Strategic Planning and Elementary/Secondary Programs Division of the Ministry of Education, as well as for the Community Health and Integrated Policy and Planning Divisions in the Ministry of Health and Long-Term Care. In 2006, he was the recipient of two Amethyst Awards for his role in major health care initiatives.

George has completed the federal government's Advanced Leadership Program. He is a graduate of the Ivey Executive Program, holds a master of arts in public administration from Carleton University and has an honours bachelor degree in economics and political science from McMaster University.

Chris Giannikos
Associate Deputy Minister
Ministry of Infrastructure, Government of Ontario



Chris was appointed the Associate Deputy Minister at Ontario's Ministry of Infrastructure in June 2016. In this role, he will lead the development and oversight of the province's infrastructure plan and its associated \$160 billion infrastructure investments.

He comes to Infrastructure from the Ministry of Finance where, as the Assistant Deputy Minister of the Office of the Budget he provided oversight and coordinated the development of the annual Budget, the Economic Outlook and Fiscal Review, and also advised on fiscal policy and fiscal arrangements with the federal government.

Chris previously held the position of Assistant Deputy Minister in the Capital Planning Division of Treasury Board Secretariat responsible for infrastructure planning. He led the infrastructure component of the Results-based Planning and Estimates processes and policy development related to alternative financing and procurement for large infrastructure projects.

Beginning in September 2011, he led the Infrastructure Policy and Planning Division in the Ministry of Infrastructure, responsible for the planning and implementation of the province's Long-term Infrastructure Plan including municipal and economic infrastructure policy and joint federal/provincial government cost-shared infrastructure programs.

Chris joined the Ministry of Infrastructure after holding progressively senior positions in the Cabinet Office including Director and Executive Assistant to the Secretary of the Cabinet and the Executive Co-ordinator and Director of the Executive Council Office. He has over 25 years of experience in the Ontario Public Service and has served in six ministries to date. Much of his career experience has focused on business planning, cabinet decision making processes, trade, municipal finance policy and federal-provincial relations.

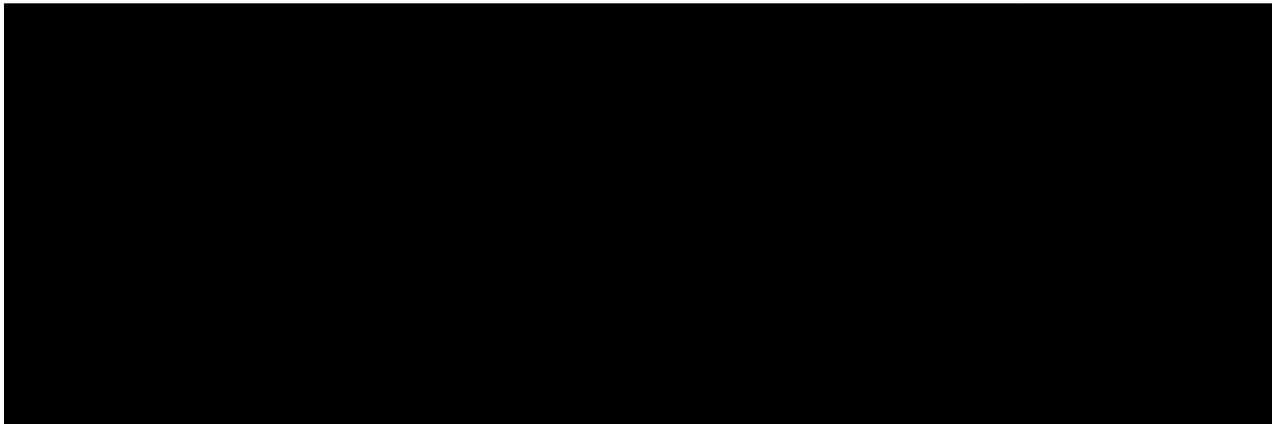
Chris holds an MBA and MA in economics from Dalhousie University.

Federal Support for Broadband

INFC Programming

Since 2009, INFC has approved some \$149.6 million in contributions towards 10 broadband projects in Ontario with total eligible costs of \$452 million (this is inclusive of the EORN and SWIFT projects noted above).

Going forward, the Rural and Northern Communities Infrastructure stream will allocate more than \$250 million to Ontario, under which a broad range of projects will be eligible, including broadband projects.



CRTC Programming

Following the review of Canada's basic telecommunications services, CRTC has established a universal service objective that Canadians – in rural and remote areas as well as in urban centres – should have access to voice services and broadband Internet access services on fixed and mobile wireless networks.


The CRTC is also setting new targets for these services:

- Speeds of 50 Mbps download/10 Mbps upload for fixed broadband services;
- An unlimited data option for fixed broadband services; and
- The latest mobile wireless technology available to homes, businesses, and along major Canadian roads.

The CRTC is setting up a fund for projects in areas that do not meet these targets. Applicants will be able to submit funding proposals in order to build or upgrade infrastructure for voice services and broadband Internet access services on fixed and mobile wireless networks. The fund will:

- Make available up to \$750 million over the first five years;
- Be complementary to existing and future private investment and public funding;
- Focus on underserved areas; and
- Be managed at arm's length by a third party.

CRTC held a public proceeding on the establishment and design of their \$750 million broadband from April to December 2017. While the CRTC established a "preliminary view" on certain eligibility and assessment criteria in its April 2017 notice of consultation,



ISED Programming

ISED is currently working on delivering Connect to Innovate, a \$500-million program to extend and enhance broadband service in rural and remote communities announced in Budget 2016. The program focuses on building the backbone of high-speed internet networks in these communities, connecting institutions like schools, hospitals and libraries. It also supports the unique connectivity challenges faced by satellite-dependent northern communities.

INFRASTRUCTURE CANADA BROADBAND PROJECTS IN ONTARIO

Program	Location	Title (EN)	Total Eligible Cost	Program Contribution	Funding Category	Funding Sub-Category	Provincial Share	Municipal Share	Other Federal Funding	Other Funding	Application Status	Application Date	Forecasted Construction End Date	CA Signed Date	Closure Status
SCF*	Huron	Huron Co-operatives Rural Broadband Improvement Project	\$1,776,460	\$444,115	Connectivity and Broadband	Local distribution within communities	\$444,115	\$0	\$0	\$888,230	Project approved	2016-06-10	2017-03-31	2014-11-03	Not closed
SCF*	King	King Township Fibre Optic Broadband Expansion	\$3,300,000	\$825,000	Connectivity and Broadband	Local distribution within communities	\$825,000	\$0	\$0	\$1,650,000	Project approved	2016-06-10	2018-03-31	2014-11-03	Not closed
SCF	Grey	South West Integrated Fibre Technology (SWIFT) Network	\$270,000,000	\$90,000,000	Connectivity and Broadband	High-speed backbone	\$90,000,000	\$0	\$0	\$90,000,000	Project approved	2016-02-01	2021-07-11	2014-11-03	Not closed
SCF*	Sault Ste. Marie	Serpent River First Nation Broadband	\$366,336	\$122,112	Connectivity and Broadband	Local distribution within communities	\$122,112	\$0	\$0	\$122,112	Project approved	2016-02-01	2017-08-01	2014-11-03	Not closed
SCF*	Gravenhurst	Gravenhurst Gigabit Community (Fibre to the Home and Business)	\$2,185,510	\$500,000	Connectivity and Broadband	Local distribution within communities	\$500,000	\$0	\$0	\$1,185,510	Project approved	2015-04-08	2018-09-30	2014-11-03	Not closed
SCF*	Wellesley	Nithburg Fibre to the Home	\$549,500	\$137,375	Connectivity and Broadband	Local distribution within communities	\$137,375	\$0	\$0	\$274,750	Project approved	2015-04-08	2017-11-01	2014-11-03	Not closed
SCF*	Bracebridge	Install Fiber Optic Cable Infrastructure in Muskoka Communities	\$8,574,597	\$2,858,199	Connectivity and Broadband	High-speed backbone	\$2,858,199	\$0	\$0	\$2,858,199	Project approved	2015-04-08	2020-03-31	2014-11-03	Not closed
MIC**	Frontenac; Haliburton; Hastings; Kawartha Lakes; Lanark; Leeds and Grenville; Lennox and Addington; Northumberland; Peterborough; Prescott and Russell; Prince Edward County; Renfrew; Stormont, Dundas and Glengarry	Eastern Ontario Regional Broadband Network	\$165,000,000	\$54,638,696	Connectivity Infrastructure	High-speed backbone (transport)	\$54,154,984	\$0	\$0	\$111,457,704	Project approved	2008-04-01	2014-12-31	2010-06-01	Successfully implemented
CC Top Up***	Walford	Implementation of Broadband in Cockburn Island	\$131,048	\$56,703	Connectivity Infrastructure	Local distribution within communities	\$56,703	\$4,033	\$0	\$13,609	Project approved	2009-04-29	2011-10-31	2009-08-14	Successfully implemented
ISF****	Wyoming	Lambton County Communications Enhancement	\$328,946	\$100,806	Municipal Buildings	Municipal Buildings	\$109,648	\$109,650	\$0	\$0	Project approved	2009-04-30	2011-03-31	2009-08-09	Successfully implemented

*SCF - New Building Canada Fund - Small Communities Fund

**MIC - Building Canada Fund - Major Infrastructure Component

***CC Top up - Building Canada Fund - Top-Up to the Communities Component

****ISF - Infrastructure Stimulus Fund

Provincial Broadband Strategy

TERMS OF REFERENCE FOR BROADBAND STRATEGY STEERING COMMITTEE AND WORKING GROUPS

1. BACKGROUND AND CONTEXT

Globalization, technological advancement and the emergence of the digital economy are changing the nature of service delivery in Ontario and across Canada. Our knowledge-based economy is becoming increasingly reliant on technology as businesses embrace new innovations that require more data, transmitted at faster speeds. Taking a proactive approach to technological innovation - the Internet of Things, cloud-based computing and artificial intelligence - is key to Ontario and Canada's economic growth and prosperity. But the need for fast, reliable and affordable internet also extends beyond the needs of businesses - it is a basic requirement for individuals to participate in the 21st-century economy and to access basic services. As we move forward, we must ensure that we fully utilize the potential for broadband to enhance Ontario and Canada's economic growth while also ensuring equitable access.

Since 2007, Ontario has committed to investing close to \$490 million in provincial broadband initiatives. Provincial investment has encouraged Internet Service Providers (ISPs) to address broadband service gaps in Ontario through more than 60 projects. Ontario is also eligible for a number of federal initiatives which are underway and seek to address broadband gaps in the province (i.e. CRTC's \$750 million fund, CTI's \$500 million fund, Infrastructure Canada's \$300 million Smart Cities challenge). There is a need however for broadband projects planned and undertaken by the Province to move forward in an integrated, coordinated manner, guided by an overarching provincial broadband strategy.

On November 28, 2017, the Province released *Building Better Lives: Ontario's Long-Term Infrastructure Plan 2017* (LTIP), which commits to a number of priority infrastructure initiatives, including the development of a provincial broadband strategy. The strategy is to outline a vision for broadband connectivity, identify key priorities, and outline a roadmap to achieving them, including leveraging private sector expertise and financing, as well as federal cooperation through the Canada Infrastructure Bank.

Ontario will work with the Federal government as it continues to develop the broadband strategy. Working with the Federal government will help to ensure that provincial broadband investments and participation in cross-governmental initiatives are considered in the context of an integrated national and provincial broadband strategy.

Within Ontario the Ministry of Infrastructure (MOI) will continue to work with Provincial partner ministries including the Ministry of Agriculture, Food, and Rural Affairs (OMAFRA), the Ministry of Economic Development (MEDG), the Ministry of Transportation (MTO), the Ministry of Education (EDU), the Ministry of Indigenous Relations and reconciliation (MIRR), Ministry of Northern Development and Mines (MNDM), and the Ministry of Energy (ENERGY).

While a broadband strategy is being developed, provincial ministries will continue to actively engage with their respective agencies and project sponsors, and will continue delivering on broadband



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commitments which have been announced and / or are underway. Strategy development issues with strategic implications can be brought forward to the working group for further discussion.

To ensure effective coordination on the broadband strategy development a Federal Provincial steering committee will be formed with representatives from MOI and MEDG provincially, along with Innovation, Science and Economic Development Canada (ISED) and Infrastructure Canada (INFC) federally, and two working groups will be formed, one focussed on developing an approach for improved access and equity across Canada and Ontario and the second on identifying criteria for specific corridor(s) to support economic development.

2. MANDATE & MILESTONES

The development of the broadband strategy will take place over approximately 1 year with key milestones to be achieved throughout this period, including:

- Confirmation of broadband strategy objectives (access and economic development)
- Establishment of draft targets
- Draft strategy components for consideration (Spring 2018)
- Draft strategy for public consultation for public consultation (Fall 2018)

Broadband Strategy Advisory Committees

The activities of these federal-provincial working groups will be guided through two senior level steering committees:

Deputy Advisory Committee:

The Deputy Ministers of MOI, MEDG, INFC and ISED will meet monthly to provide guidance on key policy issues and to ensure that the activities of the working groups continue to meet the needs of the provincial and federal governments.

Steering Committee:

Executive members of ministries with staff participating in the working groups will meet monthly to receive updates from the working groups and ensure a coordinated approach to updating the deputy-level committee. The steering committee will provide guidance on working group objectives as well as engagement with other government ministries, agencies, external stakeholders (e.g., internet service providers) and potentially Indigenous partners.

These committees will guide the activities of the two working groups:

General Access Working Group

Comprised of MOI, IO, OMAFRA, MNDM, EDU, ENERGY, MTO, MIRR, CO, INFC, ISED

- Ensure broadband access and connectivity is equitable, particularly in rural and remote communities, and define priority regions with minimal access in the Province
- Ensure that the provision of government services is supported through modern digital infrastructure
- Develop and evaluate options to prioritize minimum connectivity in rural and remote communities, and to help communities overcome barriers to private sector investment
- Consider how best to support broadband access to rural businesses



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- Consider and establish broadband targets for rural, and indigenous communities
- Develop regulatory and legislative objectives
- Support Ontario-based applications to the CRTC's \$750 million broadband development fund
- Support municipally led broadband development efforts

Economic Development Working Group

Comprised of MOI, IO, MIRR, MEDG / MRIS, INFC, ISED

- Ensure provincial investments in broadband optimize Province's commitments for economic growth, job creation, business development and Smart Cities
- Prioritize increasing Ontarians' ability to participate and leverage the digital economy
- Define priority corridors and economic growth opportunities which require additional investment
- Align on broadband targets for urban communities
- Develop regulatory and legislative objectives
- Support the development and commercialization efforts of 5G and Next Generation Networks projects underway
- Support municipally led Smart City / Smart Technology / innovation efforts

3. AGENDA ITEMS AND DECISION-MAKING

Agenda items for working groups meetings will be sent out by the Infrastructure Policy Division 1 week in advance of meetings, and may be tabled at steering committee meetings and working group sessions for information, consultation, or endorsement.

Where a decision is required on an item, the working group shall endeavour to operate on a consensus basis, and raise any contentions decisions and resulting policy implications with the Steering Committee.

- Ministry of Infrastructure - Infrastructure Policy Division staff will canvass all working group members for agenda items weekly.
- Ministry of Infrastructure - Infrastructure Policy Division staff will take minutes at all working group meetings.

Decisions made by the working group and endorsed by the Chair, or issues discussed, may be referred to by relevant committees and decision-making bodies as appropriate (e.g., Capital ADMs Committee, Infrastructure Delivery Leadership Council).

Generally, it is expected that the agenda items for the working group meetings will cover the following key themes:

- January – February 2018: Current State of Data and Policy Levers for Ontario / Canada
- March – April 2018: Development of Strategy Components (e.g., objectives, targets)
- May – October 2018: Creation of a draft strategy
- November 2018: Production and release of a draft strategy for consultation

4. CHAIR'S RESPONSIBILITIES: ADVISORY/STEERING COMMITTEE & WORKING GROUPS

The Deputy Minister's Advisory committee will formally be chaired by the Deputy Minister of MOI and the Steering Committee will be formally chaired by the Assistant Deputy Minister of



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Infrastructure Policy. Should the Chair be unavailable, a proxy will be designated. The Chair (or proxy Chair) will be responsible for providing strategic input into the development of agenda items, fostering cooperation and consensus on all decision-making, escalating and resolving any pressing issues with leadership from participating ministries, ensuring the perspectives of all member ministries are reflected, and raising strategic infrastructure policy issues.

The two working groups will be chaired by the Director of Infrastructure Policy and Planning, MOI.

5. MEMBERSHIP OF STEERING COMMITTEE AND WORKING GROUPS

Members of the Advisory Committee will include Deputy Ministers of MOI and MEDG, as well as Infrastructure Canada and ISED.

Members of the Steering Committee will include executive members (e.g., Assistant Deputy Minister/Director General-level) of ministries with participating staff in the two working groups.

Members of the two working groups will include ministries that have active / announced broadband projects, or have direct involvement in broadband development efforts.

- Proxies for each member can be assigned should an identified member not be able to attend.

Representatives of other ministries or agencies may be asked to attend as observers and / or presenters as required.

6. SCHEDULE OF MEETINGS

Meetings of the Advisory Committee and Steering Committee will occur monthly. Meetings with each working group will occur bi-weekly, for one hour or as needed. Additional meetings may be scheduled as required.

7. SECRETARIAT SUPPORT

Member ministries are expected to provide administrative / secretariat support to their respective working group members. Infrastructure Policy Division staff will take minutes at all meetings, and will send members agendas in advance of all meetings. A facilitator may be procured to assist with strategic facilitation as required.

8. CONTACT

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